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MR. MEDEFIND: All right. Is it possible to harness the ingenuity and energy that has driven American success to engage our community's most pressing needs. And the answer from everyone in this room, I'm certain, is an unequivocal yes. In fact, I would say, that social entrepreneurs -- that's the term the President likes to use -- social entrepreneurs have every bit as much intelligence and energy, ingenuity as other entrepreneurs and dare we say it, a whole lot more passion. But the challenge is that government typically cuts in the other direction. Government efforts to aid the needy typically emphasize the very large, the bureaucratic solution. They deal in bulk. When they work with social entrepreneurs, they typically either ignore them, in the first place, or when they work with them, they try to press them into the government mold and squeeze out the very things that make them entrepreneurial in the first place. And so a central focus of the initiative has been to think not only how can we focus on the entrepreneurship within communities and the individuals who are leading that, but how can we be entrepreneurial within government, to change the way that government interacts with these front-line individuals and organizations, to tap into their strengths, to build up what they're doing, to enable them to continue doing it in a way that reflects that vision that started things in the first place. So, the panels that we're going to be having this morning are going to look at how that has happened in ways that could be replicable, not just further throughout the Federal Government, but at the state level and the local level, ways that we can pair the large very massive bulk process of government with a very small nimble solution-builders in the community.

To lead the first two panels is an individual who has helped lead these efforts, an entrepreneur within the Federal Government, Brent Orell. Brent was the first Director of the Faith-Based and Community Initiative at the Department of Labor, which has been one of the drivers of these efforts throughout the Federal Government. He's also been a leader at the Administration for Children and Families, which as many of you know is a massive organization that's worked all throughout the country engaging the needs of low-income children and their families. And then finally, he has just very recently been appointed by President Bush to lead the nation's workforce system at the Department of Labor. And so Brent is intimately involved with these things. He has engaged them, and he will be leading the panels that will be looking at some of these innovations that have helped within government, and then are now working their way out and have worked their way out in the communities. So, Brent, please come up and the panelists for the first panel as well. And the panelists, we will not have the time we hoped for Q and A during the panels.

United States of America  
White House Faith-Based and Community Initiative  
Innovations in Effective Compassion Conference

But they will be around throughout the day and will be available for personal interactions as well. So, Brent, come on up. (Applause)

PANEL 1: ENLISTING SOCIAL ENTREPRENEURS FOR SERVICE DELIVERY

MR. ORELL: Good morning. Wow, those are bright lights. We're descending another level. You heard 50,000 feet yesterday, 30,000 feet this morning. Now we're descending down into the grass roots where we can really see what's going on in this country with regard to faith-based and community initiatives. As Jed just told you, my name is Brent Orell. I'm the Deputy Assistant Secretary for Employment and Training at the United States Department of Labor. And it's really my pleasure to be here. Faith-Based and Community Initiatives have been a passion of mine well before the administration. I worked on Capitol Hill for about 14 years and have the honor in that context to also try to promote these ideas. And I can tell you if there's anybody out there who tries to tell you that the Faith-Based and Community Initiative has been something less than a complete success, they absolutely don't know what they're talking about. (Applause)

Yes, please applaud. I can tell you from my perspective, having seen this grow from where we were in 1996 around terrible choice to where we are today, it is a world turned upside down. We have achieved so much. And you're going to get a chance to hear about some of those achievements today. Our panel this morning is enlisting, it's called Enlisting Entrepreneurs for Social Services Delivery. And it's focusing on practical and innovative ways the Federal Government has enlisted Social Entrepreneurs. We have two excellent panelists with us today, Lisa Johnson, who is the Skill Development Manager with the Missouri Department of Labor and Bruce Wilkinson, Senior Vice President for International Programs with World Vision. As Senator Lieberman talked about this morning, the idea of Faith-Based and Community Initiatives has been with us basically since the founding. Alexis de Tocqueville talked about associations and societies as early as the 1830s. I will tell you that today, when I meet with representatives and officials from other governments and our European partners in particular, when I try to talk to them about Faith-Based and Community Initiatives what I mostly get is a quizzical expression on the person's face that I'm describe it to. Because frankly, the American experience is so unique in this regard in terms of the number and types of organizations that are providing service to people in need. Faith-based and community organizations have a number of unique assets. Location.

United States of America  
White House Faith-Based and Community Initiative  
Innovations in Effective Compassion Conference

I notice in the audience earlier that a colleague of mine, Scott Allard, who's done some wonderful work around the geographical question of where the need is and where the organizations are that are trying to meet that need. If you are in a high poverty area and are not partnering with faith-based and community organizations, the question immediately arises, who are you partnering with? Because those are the organizations in those high-need areas. They're focused on many of the same challenges as government, but have often had trouble working with government in the past. The Faith-Based and Community Initiatives is really about trying to bridge that gap, and tie up into the assets of civil society to improve how government and nonprofits address need in America. I want to give you three very quick examples before we -- of how the Federal Government has been attempting to implement this before I call up our panelist to give their stories.

I had the honor when I was the Director of the Faith-Based Office of the Department of Labor, to institute something called grass-roots grants. We created a grant program that provided small awards to small organizations, \$25,000 to \$75,000 for about 247 small faith-based and community groups, to help link those organizations to the nation's public workforce system that I now oversee. Those small grants helped to prevent many of the hardest to serve in our society, ex-offenders, chronically unemployed, single moms, TANIF recipients, from falling through the cracks of the public workforce system. These grant sites provided job-related services. These are amazing numbers. These grantees provided services to 37,702 people over the last five years, and placed 17,894 in employment or training, and they were able to draw out 89,875 volunteer hours into DOL-funded projects. That's the power of faith-based and community organizations in both reaching the needy and helping to bring additional resources in terms of volunteers to the table.

Another example is the Access to Recovery program at the U.S. Department of Health and Human Services, which provides vouchers for individuals who have substance abuse problems and allows them to access faith and community-based organizations. In Connecticut, 30 percent of the partners in Connecticut's ATR program were joining with government for the first time. That number went up to 70 percent in Louisiana. Using client surveys, the California Rural Indian Health Board learned that one-quarter of their clients accessed treatment services for the first time through ATR. The program had expanded capacity by offering new services and resources to clients with previously unmet need. Those are just a couple of examples of the wide-array of new Public/Private partnerships with faith-based and community organizations that have been developed and grown since 2001. The panelists today will provide

United States of America  
White House Faith-Based and Community Initiative  
Innovations in Effective Compassion Conference

specific examples of how their state workforce agency in Missouri and World Vision, one of the largest faith-based organizations in the world, are creating and expanding bridges between social entrepreneurs and government to more effectively meet human need.

Bruce Wilkinson, if the panelists could join us up here now, that would be great, Bruce Wilkinson is the head of a World Vision-led consortium of relief and development agencies in Zambia that includes Africare, CARE, Catholic Relief Services, the Salvation Army and Expanded Church Response. This coalition known as Rapids, has formed a network of community-based care in most of the country's providence, training and equipping volunteer care givers to serve HIV-affected households, orphans and vulnerable children. He has previously served as Senior Vice President for International Programs at World Vision in the United States and as a Regional Director for West Africa based in Senegal overseeing relief and development efforts in eight countries. Before joining World Vision, he served with USAID in Mali and the Peace Corp in Ghana.

Lisa Johnson, who I mentioned is the Skill Development Manager at Missouri Department of Economic Development, began work with the division in 2004 and is responsible for staff professional development and training statewide, as well as the oversight of several special initiatives, including the SHARE Network, which is a DOL-sponsored program in Missouri. As the SHARE Network liaison, Lisa provides training for state team members and monitors activities statewide as the state attempts to embed DOL services in faith-based and community organizations around the state. Lisa earned a Bachelor's Degree in Business, is a Board Member for the Missouri Association of Workforce Development and a member of the National Association of Workforce Development. I'm going to have Bruce come up first and give us a few minutes on his work, and then we'll have Lisa follow that. And I'll, perhaps if we have time, we'll ask a couple questions. (Applause)

MR. WILKINSON: Good morning. And I think we're in the mode of beginning with the end in mind, right? Senator Lieberman certainly took us in that direction. Basically, I'm going to try to transport you from Washington, D.C. ballroom, to the work that we do in the Southern African Country of Zambia. Now, I'm sure all of you know exactly where Zambia is located, correct? That wasn't very resounding. (Laughter) All right. But we are, we're going to go into Zambia. And we're going to follow-up on Ambassador Diver's comments and on the President's comments. And this is a program that's been supported by the PEPFAR initiative, the President's Emergency Plan for AIDS' Relief. And this has been a pandemic, if you know the

United States of America  
White House Faith-Based and Community Initiative  
Innovations in Effective Compassion Conference

statistics on HIV and AIDS, I'll just take you into Zambia for one second. The number of people who are infected out of a population of 11 million people, 1 million people are infected, are all positive. There are 1.2 million children who are orphaned. 1.2 million children out of 6 million children below the age of 18.

You were hearing some of America's challenges this morning. This is the challenge of a Zambian. This is the type of work that we've been able to mobilize faith-based and community-based organizations to actually address. And let me go a bit further. It actually resides very, very simply in getting the family or the household in Zambia, to take a look at the decisions they make, those decisions which impact seriously on whether they're going to actually thrive, turn that pandemic around, make good choices, and actually look to the future with a positive image. So, I was hoping that we were going to have a bit of imagery, is that going to be possible? It may not. And that's -- okay, there it is, thank you very much. So basically let's, next slide, and I have my -- all right here we go. But basically, what we're trying to do is, we're trying to connect. These resources the United States Government gives, and the -- and I'm going to put my glasses on so I can read -- and the technical resources with local partners initiative that enhances sustainability in the response. Because if we don't actually really meet clients' needs, we're not going to be relevant, right? Faith-based and community contributions constitute a front-line social movement, and Zambians helping Zambians.

We just had CNN come in and do three world reports. And the last world report they did, the title of that last world report was, Zambians helping Zambians. So many times the images that you hear coming out of Africa are negative images. I'm here to tell you that we have -- the next slide please -- we have 15,000, 15,000 what we call care givers who are volunteers, who go to five households as their remit, and go and help grandmoms who are taking care of orphans, going to help people who are chronically ill, going to help the youth to try to help the youth to make choices that will lead to a better life. We take care of over 230,000 orphan children in Zambia through that network. We take care of 51,000 people living with HIV and AIDS and about 60-some thousand youth. Next slide please. These care givers are absolutely wonderful people. They are brilliant. They are mostly driven out of, their choice comes out of faith-based organizations; 80 percent of them belong to a faith-based organization, and they say, I would like to help. I'd like to help in my community. But what we're tying into here is a social movement and any social entrepreneur looks for that unique piece of the society and then connects with the energy of that society. That's what you're all here doing, right? You're connecting with the energy that's resident in your

United States of America  
White House Faith-Based and Community Initiative  
Innovations in Effective Compassion Conference

community to transform that community, and then you come in and equip it, train it, and organize that energy to move that energy forward so that it really meets the needs of the people.

These care givers constitute a social movement. In Zambia, this has been going on for centuries, for decades. We have people who always wanted to help their neighbor, they wanted to help their relative, they wanted to help their community member. All we did was say look, we really at this time, the family is so stressed in Zambia because we have so many children who are orphaned, we have so many people who are chronically ill, the family is over-burdened with trying to take care of that load. So, we said to the care giver, can you go and put your arm, put your arm round those people at that household level, so that five households are chosen, and guess what, the households choose the care givers that they would like to have come visit them, very much a decision-based out- of-the-household. We say, here are the care givers, who would you like to come and work with you at your household? Literally, these care givers are the hands of God. Next slide please.

These are the consortium members again. When you work with partners, great organizations, these are all great organizations that we worked with in Zambia, plus, next slide please, we work with 181 -- you won't be able to read that. Well, actually you might on, you might on this screen. But we work with 181 faith-based and community-based organizations where we give sub-grants or small grants to. And you can see by the list, that there's a lot of faith-based and community-based organizations. These are very, usually small organizations that we work with. But then we also work, these care givers are also part of faith communities in Zambia. And that's where we draw the next slide, please. So what are we looking at here? We've then taken that energizing relationship of care givers, Zambians helping Zambians, and we say, Other partners, come and join us. What this does to American corporations, to American foundations is, what it does is it inspires them. It inspires them to come and be part of something that's larger than we all could imagine in the beginning. It's something that we found incredibly, you give the on- ramp, create the value proposition to the corporations to the foundations, and they will come and join. Yes, in Zambia. Yes, on HIV and AIDS.

Normally, Zambia and HIV and AIDS is some of the most distant things from their minds. What do we know, how could we get involved with HIV and AIDS work in Africa? No. Soon as you create the value proposition and give them an on-ramp, a concrete place where they can make a difference, Shram Corporation World Bicycle Relief. They're providing bicycles, or mobility, to all of our care givers in Zambia, 23,000 bicycles we're producing. We're producing a quality bicycle as well. We're transforming the bicycle

United States of America  
White House Faith-Based and Community Initiative  
Innovations in Effective Compassion Conference

market at the same time that we're providing care givers with mobility to go and see their clients. We've got the Global Business Coalition and the President's Malaria Initiative. We distributed 485,000 insecticide treated bed nets, basically sleeping under a net to protect yourself from malaria. That covered 11 percent of the population in Zambia, and we did it in three months. Why? Because Global Business Coalition brought together corporate partners, the U.S. Government said we'd match that contribution and now we have the most vulnerable populations who are HIV positive with their immune systems which are compromised, sleeping under bed nets. They are the most susceptible to contracting malaria and now they're avoiding malaria, especially the children. We've also got church and corporate partners providing over 30,000 care kits. These are care kits put together, probably some of you participated in the World Vision build of a care kit. It's basically putting together a kit in your church basement, or in a civic center, or at a corporate headquarters, and then those kits are put in a container and they go directly from the person who put it together with a nice handwritten note, directly to the care giver in Zambia. From your hands to their hands, so they can go and do their work, which has essential supplies for taking care of the health needs of the communities and the households that they go and serve. And then also, we've had the Zambian government provided us a beautiful facility for a warehouse and now we're bringing in over \$25 million of in-kind contributions from the corporate sector every year, coming into Zambia to meet the health needs, the educational needs.

We just had Pearson Books give us what was it, 12 containers of K-12 textbooks, absolutely brilliant. This really makes a difference for people. Hasbro Corporation has been incredible. They've actually supplied the trucks for our distribution center, and they just said, Look -- I got a phone call the other day -- they said, Bruce, what do you need. Not what we have in excess inventory, but what do you need. I said I need dolls. We have so many children who loose their parents, we need these dolls where they can actually hold onto something. Hasbro went and made 40,000 black dolls, beautiful black dolls for these children in Zambia. (Applause)

Next slide please. Again, it's about leverage as well. We're leveraging those volunteers. We have those volunteers contributing 360,000 days. Not -- we're not counting in hours in Africa, friends. We count by days, 360,000 days a year of volunteer service to their communities. We have a 96 percent retention rate of a volunteer workforce. I know. I told my M&E guys, I said -- go back. I said, I don't believe you. Go back to the field. And I did five random tests to test those numbers. They went back and they came back with a 97 percent number. Okay. I get it. All right, you see what the leverage can do though, in financial

United States of America  
White House Faith-Based and Community Initiative  
Innovations in Effective Compassion Conference

resources. Private resources, the government resources, \$57 million for this program over five years. We've taken those numbers and actually turned that into a \$220 million program. So the U.S. Government investment of \$57 million has produced another \$115 million in terms of asset that goes into the communities in Zambia. It's an amazing partnership. And you can bring people together if you have the right focus. Stay focused on your clients, stay focused on what the need is, and be relevant to that community's need, those households' needs. Next slide.

I'd like to thank you and say that it's a privilege of working and I want you to know, that you are welcome to come, and once you figure out where Zambia is, you are welcome. You are welcome to come and see because we hear a lot about America, but I want you to know that Africa and Zambians, they themselves are providing the solution for their own crisis, which is HIV and AIDS and that it is a volunteer workforce of 15,000 care givers. God Bless. (Applause)

MS. JOHNSON: Good morning.

AUDIENCE: Good morning.

MS. JOHNSON: It's truly an honor to be here with you today. Greetings from Missouri. My name is Lisa Johnson, and as the Skill Development Manager with the Missouri Division of Workforce Development, one of my projects that I oversee is the Missouri SHARE Network Initiative. Some of you are probably asking, what exactly is a SHARE Network? Under the President's Faith-Based and Community Initiative, the U.S. Department of Labor provides support for state workforce system leadership. And in Missouri, the sharing how access to resources and powers, or SHARE Network Initiative strives to create additional points of contacts for individuals that may not know about or have access to Missouri one-stop career centers. This effort captures the commitment of grassroots faith-based and community organizations through a new workforce system partnerships.

SHARE Network has two components that allow for the high tech and high touch approach to providing access to career assistance and human services. The first is the SHARE Network on-line resource directory which provides customers access to organizations offering more than 100 different human services delivered through government agencies and faith-based and community organizations. The second component consists of SHARE Network Access Points, or SNAPs, located in local

United States of America  
White House Faith-Based and Community Initiative  
Innovations in Effective Compassion Conference

neighborhoods and communities, where trained volunteers assist individuals with employment services. Missouri SHARE Network Initiative includes partnerships with the Department of Economic Development Division of Workforce Development, local investment boards, and a variety of faith-based and community organizations.

Through these partnerships, agencies work together to enhance the effectiveness of Missouri's workforce system. Missouri has three over-arching share network objectives. The first objective is to grant universal access to workforce system services for clients of faith-based and community organizations who traditionally would not be able to utilize our services. The second objective is to increase the number of faith-based and community organizations that are actively committee partners in the workforce system, and therefore, increase the network of resources that are offered. The third objective is to identify, showcase and replicate innovative faith-based and community organizational movements in Missouri's workforce system. SHARE Network requires local team efforts.

As with any project of this magnitude, regional and local buy-in and participation is absolutely critical. Of Missouri's 14 workforce investment boards, 12 have entered into agreement with the Division of Workforce Development to conduct local outreach, populate the SHARE Network On-line Resource Director, establish faith-based and community partnerships and open at least two regional access points each before June 2008. Each workforce region selected representatives for the state SHARE Network team. And the work of these local team members really help make SHARE Network the success that it is in Missouri. These dedicated individuals are the ones making those outreach calls and visits to the faith-based and community organizations that they know to be the backbone of the communities in the neighborhoods.

This concentration on that relationship building has really proved invaluable in the development of FBCO partnerships in Missouri. With 42 career centers statewide, there's so many areas where people many areas where people may have to drive up to 100 miles to be able to conduct a job search activity. This is just one of the needs that drives Missouri's SHARE Network team to continually seek out local organizations that are already providing wonderful human services and asking them to join in the workforce development efforts. Missouri has established successful SHARE Network access points in a variety of locations. These includes Salvation Army, Adult Vocational Service Centers, local congregations, local libraries, transitional housing facilities, substance abuse centers, homeless shelters, community action agencies, food pantries, housing centers and neighborhood centers. Access points are a great asset for

United States of America  
White House Faith-Based and Community Initiative  
Innovations in Effective Compassion Conference

Missouri's Workforce System. Establishing these access points is a low- cost and viable way to provide workforce services in established and trusted local organizations with which people are familiar. Utilizing volunteers in faith- based and community organizations where people already access other services, access points provide a familiar face and nonthreatening environment for people in need. The Missouri SHARE Network Initiative has seen positive results in the following areas: Enhanced Public/Private partnerships, improved service and increased access to services. Taking a look at the numbers, more that 6500 resource providers are members of the on-line resource directory. More than 9700 services are offered by members in the resource directory.

Recently, we discovered that 1271 official referrals have been made through the resource directory to service providers. Within access points we're proud to say that we have surpassed the goal of 14 access points. We have opened 41 access points throughout the state. (Applause)

Thank you. Additionally, 20 access points are soon to open in the coming weeks. Since October 2007, more than 1500 customers have been served in access points statewide, and of those, 852 are first-time visitors, 730 are those returning folks. SHARE Network has had a powerful impact and proven beneficial to Missouri communities. I want to share a couple of stories with you. Access points in the towns of Marshfield and Seymour opened within days of a manufacturing plant closing. Both locations were able to provide easy access to job search assistance, for the more than 100 workers who lost their jobs. Travel to libraries close to home help them job search during financially challenging weeks. Additionally, services made available by resource directory members, provided short term assistance.

In the Marshfield library access point, we also had discovered there were volunteers with special skills and abilities who were able to assist people. As an example, one librarian who knows sign language was able to help a hearing-impaired person register in our job- matching system called Missouri Career Source. And as a result, word spread, and the librarian now on a regular basis, assists several hearing-impaired persons. These access points consistently also refer job seekers to career centers and other service providers for more specialized services.

I also want to tell you about the rural communities surrounding the popular family vacation destination of Branson, Missouri. It's been wonderful to see how seamlessly SHARE Network really blends into what's happening already in Stone and Taney Counties. In Stone County, Christian associates actively assist people who need things like emergency shelter and counseling in domestic violence situations, transitional housing for people who need to get back on their feet, a thrift store to provide clothing for work,

United States of America  
White House Faith-Based and Community Initiative  
Innovations in Effective Compassion Conference

and one-on-one counseling assistance. SHARE Network provides that natural compliment by adding access to job searching as a valuable and vital resource to this organization. In Taney County, Church Army is a transitional center for people recovering from drug and alcohol addictions. Many people come from all over the state to this area. Before clients are released to go home, they conduct job searches using Missouri's Career Source, and locate service providers in their home neighborhood using the SHARE Network Resource Director.

Near Houston, Missouri, in a remote area, where the Texas County Food Pantry stands, people are also reaping the benefits of SHARE Network. These customers receiving already some of the ten existing services are not assisted with job search activities as an initial first step to gaining employment. Volunteers assist customers by utilizing Missouri Career Source, providing local newspapers and job postings. This really integrates well into their human service offerings and volunteers say it's just actually become just part of the process of serving people. The Pantry not only refers people to potential employers, but also follows up through customer interviews and seeks out employment opportunities by contacting employers about potential job openings. SHARE Network Access point volunteers are the ones who provide a tremendous service to the citizens of their area. For a small rural area with an unemployment rate of 5.4 percent, the Pantry is definitely making a positive impact. Last month, they had a 60 percent job placement rate. (Applause)

For Missouri as a whole, it is a sign of success when we can say that people visiting those food pantries leave not only with food staples, but also a referral to a job in their hand. This is what SHARE Network is really about. We've learned some lessons. I want to share those with you in closing. Access points sustainability is absolutely critical in the components for success.

Even the most promising partnerships may struggle for long-term effectiveness without the capacity to incorporate workforce services as an add-on to the human services the organizations already provide. If faith-based and community organizations are going a good job providing their human services, people in the community know, that's the place to go. It's a great place to start when looking for potential partnerships. And in Missouri, we want to tap into the success of those organizations and incorporate the high tech and high touch components of SHARE Network. SHARE Network is not simply about getting people a job. It's ultimately about helping people learn to job search, seek out resources to overcome barriers to employment and job retention, and underemployment.

United States of America  
White House Faith-Based and Community Initiative  
Innovations in Effective Compassion Conference

This empowers people and it creates those life skills that can not only serve them now, but provide for a lifetime of success. Missouri's Division of Workforce Development believes in SHARE Network, and we're proud to be a participating state. In Missouri, SHARE Network just makes sense for us. It's cost-effective, it enhances faith-based and community partnerships. It's the right thing to do, it's from the heart and it works. Efforts like SHARE Network would not be possible without the many people who give of their time and talents to effect change, touch lives, and give to people in need. I want to thank you for your dedication to service and organizations like those we partner with in Missouri. And thank you for allowing me to share with you Missouri's Workforce Development Faith-Based and Community Initiative SHARE Network. (Applause)

MR. ORELL: Thank you both very much. I know that we're running behind, but I am going to exercise the prerogative of chair to ask one question, which I think is really important. We've heard a lot about how great faith-based and community organizations are. And I think if we polled this audience, we'd find very little disagreement with that proposition. But what I would like to know from a practitioner's standpoint, what do you think is the principal challenge or challenges involved in working with grassroots, faith and community-based organizations? And how can the organizations represented here in this room better prepare themselves to partner with you?

MS. JOHNSON: We hear this over and over and over when we go out into the communities in Missouri. And we ask them, What is it that you need from us to help in these partnerships? And the resounding response from people over and over and over in faith-based and community organizations in Missouri is, we need to figure out how we can do more with less. We need to figure out how we can tap into resources that are available at the national and state level. Things like, grant monies, that's one of the things that we are charged with at the state level, is being able to locate, do a little research and through information that we're gathering in places like here in Washington, D.C., for the last two days, we're able to share that information really with the grassroots organizations who in cases may mean that it is in for instance, in Seligman, Missouri, which is just a couple of miles north of Pea Ridge, Arkansas. It's a small community. I was there last week. And with their grand opening for their access point, they told me, We had a self-supporting food pantry. There was a wonderful lady in our community who was always there. And if the food pantry ran a little short one month, she would make up the difference. That was her service to that

United States of America  
White House Faith-Based and Community Initiative  
Innovations in Effective Compassion Conference

community. She passed away last year, and it was her daughter who actually was leading the SHARE Network Initiative in this community talking to me. And she said, You know, in my condition, in my situation with children to raise and health concerns, I can't do what my mother did. I can staff, but I can't make up the difference. And we really need a way to figure out how we can provide services in the food pantry. We have the volunteers, but we need a way to provide the resources themselves. Things like that that we're constantly hearing.

And we were very blessed to be able to receive a grant so that we could provide training at no cost to faith and community-based organizations who were involved with SHARE Network and also those from the community who were just interested in knowing more about SHARE Network and partnering with the state, so that in July and August, we'll actually be offering some free training to these folks to help bring them up, teaching them how to find resources and then apply for grants. We don't have a pot of money, if you will, with the state, so we're getting creative ourselves in trying to figure out ways that we can actually help support them. And I think at the heart of it, offering as much as we can and offering of ourselves has really made a big difference in the commitment that volunteers have made. (Applause)

MR. WILKINSON: Brent, we just had a workshop yesterday, sort of addressing that question. And it is a large question. Our experience in Africa and Zambia is two- fold. One, I think we really need to know who our volunteers or who the people are that actually are being mobilized to do this work. And so we did some operations research on our 15,000 care givers, understand their motivations, understand their own circumstances in their own economic empowerment so they can contribute more in terms of what they're doing in terms of service to their community. So that was very important information and there's a lot of digesting of that information and actually influencing policy decisions as well as sort of practical outcomes. I think the other part of this is, as you engage more and more and you become more and more sophisticated, I won't use the word professionalized, because we know that's not a good word any longer, but as you increase the sophistication, let's say you do access some grants and you do access some resources and you actually start to build. It is so very important, every one of our organizations, those 181 smaller organizations, we provide what we call capacity-building training in finance and compliance, and then we take them into the programmatic world, and really work with them in honing their skills in the programmatic side, which could be orphan care, it could be caring for people living positively with HIV and AIDS in terms of the messaging that goes to youth.

United States of America  
White House Faith-Based and Community Initiative  
Innovations in Effective Compassion Conference

You again, have to help those organizations in their organizational development to grow along with the type of role that they're evolving towards. If they ever feel they're out of step with that, then you witness, start to see them either create tension within their organizations because they loose the focus on their mission, because now it's about money, it's about program, it's about, you know, it's all the stuff. Right? It's the activities. And if you don't go in at an early stage and really, really, root that mission deeply within the hearts and minds of the people, and you say, yes, it must be already there. It is, but they don't articulate it necessarily very well and repeat that articulation of their mission. So they have to keep mission- central, even as they grow and develop as an organization and supply the tools that they need in that organizational development. Get behind them. Work with them. And watch them grow and celebrate friends, and celebrate those successes. Celebration, not appreciation takes these organizations to a whole other level of what they believed they could do. So, thanks. (Applause)

MR. ORELL: I want to thank you both for your time this morning sharing your insights and experience and your heart and your vision for service to the poor, both here in America and abroad. And we'll move on now to our next panel.